

The Arts Work for Washington

Washington State Arts Commission's Strategic Plan

Revisions Approved by Commission: November 2001

The Washington State Arts Commission is a state agency, established by the Legislature in 1961.

The conservation and development of the state's artistic resources [are] essential to the social, educational, and economic growth of the state of Washington. Artists, works of art, and artistic institutions contribute to the quality of life and the general welfare of the citizens of the state, and are an appropriate matter of concern to the government of the state of Washington. (RCW 43.46.005)

The Mission of the Washington State Arts Commission is to cultivate a thriving environment for creative expression and appreciation of the arts for the benefit of all. (approved March 2001)

The Big Picture

Expand support for arts organizations and artists in communities statewide.

To meet needs across the state, WSAC's funding by 2007 will meet or exceed the national average for arts support through incremental increases from the State Legislature. With these additional funds, WSAC will increase support for cultural institutions and programs to improve access to the arts for all residents and to maintain the state's cultural heritage for future generations.

Support locally determined needs across the state.

In partnership with local leaders, WSAC will help communities develop their arts resources and use the arts to meet local needs. WSAC will partner with other agencies and organizations to deliver technical assistance and skill-development programs to help arts organizations become more effective.

Strengthen the arts as part of Washington students' education from kindergarten through high school graduation.

Working with school leaders and the Office of the Superintendent of Public Instruction, WSAC will support the arts as basic to student achievement. WSAC programs will bring the arts to more youth across the state and enhance life-long learning.

Sustain equity and diversity in WSAC funding and programs

WSAC will give all Washington residents access to a range of arts opportunities. The diversity of the state's population will be reflected by agency funding programs, through outreach into rural and suburban areas, with ethnic communities and among persons with disabilities.

Develop traditional and folk arts as part of Washington's cultural heritage.

WSAC will ensure that the state's cultural, traditional and folk arts continue to thrive and receive recognition through promotion and educational efforts.

FUND THE GROWTH, DEVELOPMENT AND STABILITY OF ARTS ORGANIZATIONS AND ARTISTS IN LOCAL COMMUNITIES

- ***Provide financial support for stabilized organizations in amounts adequate to support essential programs, leverage additional funding, meet local and state needs***
 - Increase the minimum general operating grant to ~~\$10,000 by June 2003, to \$15,000 by June 2005.~~ \$5000 by June 2004. (In FY00, minimum general operations grant award was \$3000, \$4000 for FY02-03.)
 - Support organizational general operations at a level equivalent to ~~2%~~ 1.2% of the average aggregate total operations budgets of grant recipients by June ~~2005.~~ 2008. (In FY00, funding of grant awards averages 0.77% of aggregate total operating budgets of grant recipients.) Note: this will require an additional \$2.4 million for awards for the biennium by June 2008.
 - Consider innovative funding mechanisms, such as a cultural trust, to be initiated by June 2008.
- ***Fund the development of new and emerging arts organizations***
 - Increase available project funds to ~~\$240,000~~ \$200,000 for the biennium by June 2003, to ~~\$320,000~~ \$230,000 for the biennium by June 2005. (FY00-01, a total of \$163,000 was available; \$200,000 budgeted through FY03.)
 - Provide up to ~~\$5,000~~ \$4000 per project grant by June 2003, ~~up to \$7,500 per project grant by June 2005.~~ (In FY00-01, the maximum project grant is \$2,000; \$4,000 budgeted through FY03 with guideline changes as approved.)
- ***Target outreach to receive and fund applications from rural and suburban areas***
 - Receive and fund grant applications to better reflect the diversity of the state's population base (rural/urban/suburban) by June 2005.
- ***Assess effectiveness and equity of agency funding programs in meeting constituent needs***
 - Evaluate agency funding programs and guidelines by June 2003; restructure as necessary. Done
- ***Ensure that diverse and culturally specific arts, artists and arts organizations are supported through agency funding and programs***
 - Establish a partnership with refugee and immigrant arts and service organizations to assess, promote and preserve their cultural arts by June ~~2002~~ 2003; develop project plans and clarify WSAC's role by June ~~2003~~ 2004.
 - Assess support of diverse and culturally specific applicants, and revise program guidelines, as necessary, by June 2003; receive and fund grant applications from diverse and culturally specific applicants, to better reflect the diversity of the state's population base, by June 2005.
 - Provide ~~four additional~~ a total of five folk arts fellowships for the biennium by June 2003, ~~six additional~~ a total of eight folk arts fellowships for the biennium by June 2005. (In FY00-01, four folk arts fellowships were provided for the biennium.)

- Identify and support new folk arts projects in addition to the heritage tours with ~~\$40,000~~ \$30,000 for the biennium by June 2003. (In FY00-01, ~~\$23,000~~ \$3,000 is available for folk arts projects in addition to heritage tours.)
- Contract with cultural liaisons from ethnic groups to work with constituents by June 2003; expand these cultural liaison contracts by June ~~2005~~ 2007.
- Establish a partnership with culturally specific communities to explore projects which assess, promote and preserve traditional arts by June 2004. Folk Arts projects to be identified each biennium, beginning FY 01-03.
- ***Provide individual artists with opportunities and funding for projects that provide public benefit***
 - Increase funding for artists' fellowships and project grants to ~~\$170,000~~ \$135,000 for the biennium by June 2003. (In FY00-01, \$100,000 was provided for artists' fellowships and project grants.)
 - Provide ~~\$300,000~~ \$150,000 for the biennium for artists' fellowships and project grants by June 2005.
- ***Establish a partnership initiative to focus on artists' issues***
 - Convene a meeting to explore artists' issues, such as legal matters, artists' rights, prevailing wages, right to organize, health and safety, and professional dignity, by June ~~2002~~ 2003.
 - Develop suggested guidelines regarding artists' issues by June ~~2003~~ 2005 initiate implementation of guidelines by June ~~2004~~ 2006.
- ***Develop a statewide Strategic Initiative each biennium to address a cultural issue at the local level***
 - Identify the theme for the Strategic Initiative for the FY02-03 biennium by June 2001 Done: cultural tourism; ~~fully implement Strategic Initiative and distribute funds to communities by June 2002; identify and participate in cultural tourism projects as resources allow;~~ complete preliminary evaluation by June 2003.
 - Identify the theme for the Strategic Initiative for the FY04-05 biennium by June 2003.
 - Identify, implement, fund and evaluate Strategic Initiatives each biennium thereafter.

PROVIDE RESOURCES TO MEET LOCALLY DETERMINED NEEDS

- ***Explore mechanisms for re-granting WSAC funds using local decision-making***
 - ~~Convene a meeting to explore~~ Consider the feasibility of re-granting WSAC funds by June 2003.
 - Consider pilot re-granting project by June 2005.

Streamline application processes for distributing funds for small community-based art programs and projects

- Develop guidelines and application form for Quick Grants of up to \$500 for small community based programs, volunteer groups, professional development, technical assistance services or emergent needs by June ~~2002~~ 2006.
- ~~Distribute \$40,000 in Quick Grants to 100 applicants in the biennium by June 2003.~~

- ~~Distribute \$60,000 in Quick Grants to 140 applicants in the biennium by June 2005.~~
- ***Expand the visibility of and access to the State Art Collection for all Washington residents***
 - Conserve and maintain the Collection to preserve the State's investment. (\$50,000 per biennium FY01-03.)
 - ~~Ensure that at least 50% of works~~ Provide opportunity for works in the State Art Collection ~~are to be~~ available for viewing ing on-line by June 2004. Started: quarterly online gallery began fall 2001.
 - ~~Consider a proposal~~ Continue to expand opportunities for placement of public art in underserved areas of the state ~~by June 2005.~~ (Target: two such artwork placements in FY01-03 biennium.)

CREATE PARTNERSHIPS AND NETWORKS WITH AND BETWEEN ARTISTS, GOVERNMENT AGENCIES, ARTS ORGANIZATIONS AND OTHERS

- ***Facilitate the delivery and development of services which build the capacity of arts organizations, artists and arts service providers.***
 - Convene a statewide meeting of technical assistance/service providers and customers to identify and explore resources, issues, roles, needs, and delivery mechanisms by June 2001. (Held January 2001)
 - Complete a plan for improving technical assistance and service delivery in partnership with artists, government agencies, arts organizations and others by June 2002; identify implementation and budget for the next biennium (FY03-05).
 - Provide ~~\$700,000 per~~ \$600,000 per biennium for statewide arts service organizations by June ~~2003 2005, with incremental~~ consider additional increases in subsequent biennia. (\$492,000 is available in FY00-01; \$507,716 in FY01-03.)
- ***Link the arts to the work of agencies throughout state government***
 - Survey State agencies about programs and services available to the arts through local governments and nonprofits by June 2004; publish and disseminate survey results by June 2005.
 - Assess, through a task force, the need for and roles of interagency cultural committee(s) by June 2005.
 - Continue to participate in the Interagency Cultural Tourism Initiative Committee.
- ***Maintain proactive partnerships with key professional arts organizations regionally and nationally (WESTAF, NASAA, Americans for the Arts, others)***

ENHANCE CONNECTIVITY AND ACCESS TO SERVICES THROUGH CURRENT AND NEW TECHNOLOGIES

- ***Link WSAC technology with other statewide networks and service providers***

- Link WSAC website to sites offering key information to constituents (e.g. cultural tourism, grantmaking, accessibility) by June 2002. (New website launched 7/01; links on target for June 2002)
- **Maximize and facilitate use of diverse technologies to provide agency services and programs**
 - ~~Improve agency website to provide services to constituents.~~ Evaluate agency website annually through customer usability testing; implement improvements using data.
 - Provide all WSAC forms on-line by June 2003.
 - Use electronic mailing lists to facilitate exchange of ideas and information among specific groups of agency constituents by June 2002. (Monthly e-newsletter launched 9/01; e-mail used by programs to announce meetings, remind of deadlines, etc.
- **Provide effective outreach, training and communication for and with people of varied abilities and backgrounds.**
 - Provide WSAC materials, upon request, in diverse formats and/or languages. (Translate at least three agency publications and consistently communicated ADA options in all publications by June 2003.
- **Include diverse peoples in decision-making processes**
 - Ensure that WSAC panels are diverse and culturally specific to reflect the population base, as documented annually, by June 2003.

CONVENE CONSTITUENT GATHERINGS TO STIMULATE AND INSPIRE THE EXCHANGE OF IDEAS, SUPPORT PROFESSIONAL DEVELOPMENT, AND GET THINGS DONE

- Convene community meetings to identify issues and opportunities as input to WSAC's ongoing planning process by June 2002 and every two years thereafter.
- Consider a large biennial state arts conference, in coordination with other statewide conferences, by June 2003.
- Convene a statewide symposium to discuss and address the identified Strategic Initiative topic by June 2003 and every two years thereafter.

SUPPORT THE ARTS AS BASIC TO K-12 EDUCATION, AS ADDRESSED IN ESSENTIAL ACADEMIC LEARNING REQUIREMENTS (EALRs) AND ASSESSMENTS IN THE ARTS

- **Provide leadership for continued and serious inclusion of the arts in the State's education reform efforts**
 - Work with partners to promote arts education and to support local efforts to hire arts specialists in the schools.
- **Maintain a healthy and productive relationship between the Office of the Superintendent of Public Instruction and WSAC.**

- Meet regularly with OSPI to strengthen inter-agency understanding and explore potential partnerships. (Co-hosted arts ed brainstorm/partnership meeting, October 2001)
- ***Continue to coordinate WSAC programming with education reform efforts***
 - Develop an outreach plan to increase applications and funding opportunities through WSAC's Arts In Education (AIE) programs statewide by June 2001. (Eastside survey completed fall 2000.)
 - Assess Evaluate at least one aspect of AIE program services and funding as they relate to the current needs of K-12 arts education by June 2002 and biennially thereafter. ~~revise AIE programs and program guidelines as necessary.~~ Consortium evaluation report completed December 2001.
 - Distribute ~~\$1,670,000~~ \$1,522,338 for AIE programs by June 2003, with subsequent increases each biennium. (In FY00-01, AIE distributed \$1,272,000.)
 - Expand budget for professional evaluation of AIE programs to enable constituents to use evaluation tools to meet local goals by June ~~2003~~ 2005.
- ***Expand training opportunities in EALRS and assessments and how to integrate the arts into other disciplines***
 - Establish a partnership with State Higher Education Systems to provide a model training program for teachers, pre-service teachers, artists, arts organization staff by June 2001; ~~consider~~ Implement model program for presentation in one region of the state by June 2003. (AIE think tank completed June 2001 in Bellingham.)
 - Revise AIE AIR funding guidelines to encourage more applicants to apply for funding for teacher-training projects by June ~~2002~~ 2005.
 - Develop a new program to fund partnerships between higher education and K-12 educators for training of teachers and artists by June ~~2004~~ 2005.
- ***Increase the availability and diversity of trained artists for residencies statewide***
 - Expand the roster to include ~~65~~ 60 trained artists (~~25~~ 20 more than on FY00 roster) by June 2002; expand the roster to ~~85~~ 70 artists by June 2004.
 - Expand biannual training for rostered artists, including EALRs, assessments, and integrating the arts into other disciplines, by June ~~2002~~ 2004.
 - Develop and implement an outreach plan to expand opportunities for culturally diverse artists by June ~~2002~~ 2003.
 - Expand the diversity of the roster so that 10% of rostered artists in residence will be artists in disabilities and 20% of rostered artists in residence will be persons of color by June 2005.
- ***Share arts curricula, model programs, applications and other resources with schools, constituents and program partners***
 - Use electronic mailing lists to facilitate exchange of ideas and information among AIE program participants, funding recipients and rostered artists by June ~~2002~~ 2003.

FACILITATE THE DELIVERY AND DEVELOPMENT OF CULTURAL

HERITAGE EDUCATIONAL INITIATIVES

- ***Support apprenticeships and other forms of learning appropriate to traditional cultures***
 - Increase the maximum folk arts apprenticeship award to \$3000 and the total amount available to ~~\$70,000~~ \$65,000 for the biennium by June 2003. (In FY00-01, the maximum folk arts apprenticeship award is \$2,500 and the total amount available is \$50,000 for the biennium.)
 - Increase the maximum folk arts apprenticeship award to \$3,500 and the total amount available to \$90,000 for the biennium by June 2005.
 - Describe all folk arts apprenticeship teams on the agency web site by June 2003.
 - Explore a residency collaboration between WSAC's Folk Arts and Arts in Education programs and other providers by June 2003.
 - Develop a plan to increase outreach and documentation of the apprenticeship program by June 2005.
- ***Develop and disseminate educational publications presenting traditional arts of the area***
 - Complete a series of seven Heritage Tour Guides by June ~~2003~~ 2004; make readily available to the general public.
 - Produce and distribute a CD Rom documenting traditional cultures throughout Washington State by June 2005; make available to state public schools and the general public.

PROVIDE OPPORTUNITIES FOR WASHINGTON RESIDENTS TO LEARN ABOUT THE ARTS, LEARN THROUGH THE ARTS AND PARTICIPATE IN THE ARTS

- ***Fund and support arts education programs for diverse age groups***
 - Evaluate program guidelines to ensure support of educational programs for diverse age groups by June 2003 and revise as necessary
 - Convene representatives of organizations providing summer youth art programs and camps to explore issues and collaborative opportunities by June 2004.
 - Convene representatives of organizations providing in-depth art learning workshops/seminars/etc. for specific demographic groups (such as adult professionals, youth-at-risk, seniors) to explore issues and collaborative opportunities by June 2005.
- ***Explore partnerships to diversify arts learning opportunities for artists, arts organizations, and others.***
 - Convene stakeholders to discuss issues and opportunities such as student internships, mentoring programs, apprenticeships, and other hands-on learning options by June 2005.

COMMUNICATE A UNIFIED, POSITIVE, COMMON SENSE MESSAGE ABOUT THE VALUE OF ARTS TO WASHINGTON

- ***Establish WSAC's communications office to receive and distribute information about the arts and promote access to WSAC services***
 - Analyze agency communications and develop a communications plan to maximize agency use of technology, publications, and other resources in serving constituents by June 2002.
 - Establish a uniform graphic identity for all agency printed and digital materials by June 2003.
 - Coordinate Governor's Arts and Heritage Awards as ~~an annual arts recognition and awareness event~~, a recognition event for the arts; increase media coverage.
 - Consider other arts recognition/awareness projects or events by June 2004.
- ***Document ways in which the arts enhance communities and individuals***
 - Prepare statistical reports on WSAC services and the arts in Washington State by June ~~2004~~ 2002.
 - Provide on-going information and links regarding economic impact of the arts, success stories, photos by June 2002.

ESTABLISH STRONG WORKING RELATIONSHIPS WITH MEDIA

- Collect and provide consistent, reliable, lively and appealing information to media, including photos, art, statistics and text by June 2002.
- Create tools to help local communities and arts organizations across the state work effectively with media by June 2003.
- Convene a meeting and/or work session to explore and improve arts coverage in media by June 2005.